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ABSTRACT

The curriculum of the Labor Relations Training Center is designed to: (1) orient top executives to the latest trends in public sector labor-management relations; (2) increase knowledge and understanding among all Federal, state, and local executives, managers and supervisors about the requirements and processes of collective bargaining; and (3) increase the skills and operational capabilities of managers and supervisors engaged in daily contact with labor organizations. The format of the training includes orientation, formal instruction and skill development; it utilizes current educational methods and encourages and expects a high level of student participation during training sessions. The courses in the General Series, designed to orient and provide a general understanding and knowledge of the functional aspects of the labor relations process, are: Labor Relations Briefing for Executives (1 day); Labor Relations for Supervisors (3 days); Basic Labor-Management Relations (5 days); Introduction to Collective Bargaining Negotiations (5 days); Labor Relations for Personnel Specialists (3 days); and Labor Relations Symposium for Executives (3 days). The Specialty Workshop Series are courses designed to provide specific skill training; these are: Labor Disputes and Their Resolution (3 days); Advanced Collective Bargaining Negotiations (5 days); Workshop on Arbitration and Fact-Finding (4 days); and Management Preparation for Labor Relations (4 days). The focus, cost, and dates of all courses are provided. (DB)

LABOR RELATIONS TRAINING CENTER

ED 072359

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Course Catalogue

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LABOR RELATIONS
TRAINING CENTER

1972-1973

U.S. Civil Service Commission
Bureau of Training
Washington, D.C 20415

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LABOR RELATIONS TRAINING CENTER
COURSE OFFERINGS

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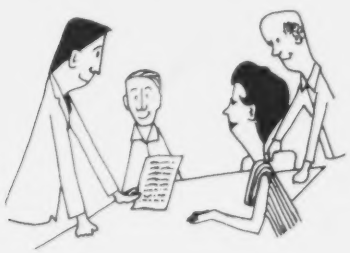
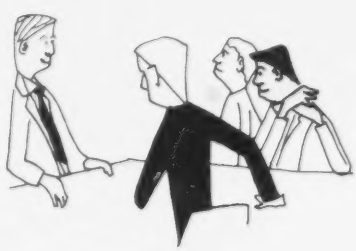
INTRODUCTION

Collective bargaining in government is a growing reality for more and more communities, counties, states, and the Federal Government. The pace of growth, measured against unionization of industry and business, has been spectacular. Approximately 1/3 of the nation's public workers are presently represented by unions. [In the Federal sector alone the figure is about 53 per cent.] Most of this expansion has ocurred in the last ten years.



The effect of broad, rapid growth has been unsettling. Many public employers and public managers have been inadequately prepared to understand or to deal with the new relationships and have had to operate in a fiscal framework of legislative limitations, taxpayer resistance and outmoded operational procedures. Many state and local governments are beginning to develop ground rules to help bring order out of the varied approaches to representation of employees; many others have done nothing. Legislators found some guidance from the private sector, but also discovered basic differences between public and private employment and reflected this in their law-making. On the Federal level, counsel and direction has been provided in the labor relations field through a series of Executive Orders which have spelled out the rights and responsibilities of management and labor. Despite these advances though, serious problems still exist in interpretation and application.

A variety of approaches is emerging, some modified by the test of time, others enacted as hopeful experiments. Labor-management doctrine in private enterprise is being examined and challenged. So are prohibitions and practices in the public sector which existed before unions surfaced. Recognizing the mounting complexities of present and potential problems and the need to develop effective public management involvement and direction, it is essential to explore ways to strengthen the bargaining process and assure its responsiveness to the public interest.



Labor
Relations
Training
Center

WHAT IT IS AND WHAT IT DOES

In mid-1970 a series of meetings was conducted among the Under Secretaries and the principal deputies of seventeen major Federal agencies to explore and develop a Federal labor-management relations program designed to achieve the goals mandated by Executive Order 11491. (E.O. 11491 has since been amended by E.O. 11616 which incorporates new thinking on the basic policy and direction of Federal labor-management relations.)

The Labor Relations Training Center was established within the Bureau of Training for the primary purpose of stimulating government interest in labor relations and upgrading the status of the labor relations function. Through its specially designed educational programs and materials it will enable government officials to deal more effectively with the ever increasing number of labor problems being faced in the public sector.

These problems are by no means limited to Federal sector personnel. Thanks to the passage of the Intergovernmental Cooperation Act and the Intergovernment Personnel Act, state and local government employees can now take part in the reimbursable training programs offered by the Training Center which will give them an opportunity to discuss mutual problems with their Federal counterparts.

The Labor Relations Training Center has set out on an ambitious course in the still uncharted waters of public sector labor relations. The Center hopes to accomplish its goals and objectives by:

1. Developing a full complement of courses and materials for interagency and intergovernmental training in labor relations, which are designed to utilize the collective bargaining process in the public sector.

2. Revising and updating labor relations courses and materials designed for Federal, state and local government management personnel.

3. Consulting, advising, developing, and conducting special courses and designing materials for agencies and other units of government, including courses to train personnel to administer labor relations training.

4. Planning and conducting, in cooperation with the Civil Service Commission's Office of Labor-Management Relations and Commission Regional Offices, regional public sector collective bargaining conferences.

5. Developing special materials such as films, case studies, discussion papers and instructor's guides for use in labor relations training.

CURRICULUM GOALS AND OBJECTIVES

The Labor Relations Training Center has developed a curriculum of course offerings designed to do the following:

1. Orient top executives to the latest trends in public sector labor-management relations.

2. Increase knowledge and understanding among all Federal, state, and local executives, managers and supervisors about the requirements and processes of collective bargaining.

3. Beginning with the union organization campaign, the representation election, the preparation for and conduct of contract negotiations, through to the implementation and administration of the agreement, the Center hopes to increase the skills and operational capabilities of managers and supervisors engaged in daily contact with labor organizations.

The format of the Labor Relations Training Center includes orientation, formal instruction and skill development. Labor relations training is intended to enlighten, create positive attitudes, and build the capability of the management team. It utilizes the most current educational methods and encourages and expects a high level of student participation during the training sessions.

GENERAL INFORMATION

EDUCATIONAL METHODS

Participatory lectures, group discussions, case analysis, role play, workshops, and films and other audio-visual techniques are used to provide a varied and interesting approach to the course topic as well as to promote a clearer understanding of its content and implications.

NOMINATIONS

Civil Service Commission nomination cards (Optional Form 37) should be submitted by authorized agency representatives to the Director, Labor Relations Training Center, Bureau of Training, U.S. Civil Service Commission, Washington, D.C. 20415. Further information may be obtained by calling (202) 632-4410.

State and local government employees are eligible to attend these courses. A letter should be submitted from an authorized official including the following information: (1) title and date of the course, (2) name, (3) office to which bill should be forwarded.

COSTS

The costs are given for each of the course offerings as part of the course description. They are premised on their being offered on a nonresidential basis. Where given on a residential basis, the costs will be higher than stated to reflect the additional expenses of participants' room and board, rental of classroom facilities and equipment and other costs associated with a residential offering.

PAYMENT OF FEES

The appropriate agencies will be billed for all accepted nominees unless formal cancellations are received at least one week prior to the beginning of a course. Substitutions of eligible participants may be made up to the beginning of the particular program.

ELIGIBILITY

(See individual course descriptions)

OFFERING DATES

(See individual course descriptions)

GENERAL AND SPECIALTY WORKSHIP SERIES

General Series courses are designed to orient and provide a general understanding and knowledge of the functional aspects of the labor relations process. Specialty Workshop Series courses are designed to provide specific skill training in the utilization of the functional aspects of the labor relations process. Many of the course offerings and training materials, designed and developed by the Training Center, will be available to the regional Civil Service Commission Training Centers, as well as to Federal, state, and local agencies.

SPECIAL PROGRAM SERIES

In addition to the general and specialty workshop series courses, a number of special programs will be offered which will be custom tailored courses or programs developed and conducted at the request of an agency or governmental organization to meet a specific need.

SINGLE AGENCY PROGRAMS

THE CENTER WILL, ON REQUEST, CONSULT WITH AND ADVISE ON THE DEVELOPMENT OF SINGLE AGENCY LABOR RELATIONS TRAINING PROGRAMS. ON A REIMBURSAL BASIS, THE CENTER WILL DESIGN AND DEVELOP LABOR RELATIONS TRAINING PROGRAMS AND MATERIALS FOR THE INDIVIDUAL NEEDS OF THE SINGLE AGENCY, ACTIVITY, AND/OR STATE AND LOCAL GOVERNMENTAL UNITS. INSTRUCTIONAL GUIDES, READING AND VISUAL AID MATERIAL AND OTHER AIDES WILL BE PROVIDED WHERE APPROPRIATE. THE CENTER PRIDES ITSELF ON ITS ABILITY TO ADAPT PROGRAMS TO FIT SPECIFIC NEEDS.

GENERAL SERIES

- LABOR RELATIONS BRIEFING FOR EXECUTIVES
- LABOR RELATIONS FOR SUPERVISORS
- BASIC LABOR-MANAGEMENT RELATIONS
- INTRODUCTION TO COLLECTIVE BARGAINING NEGOTIATIONS
- LABOR RELATIONS FOR PERSONNEL SPECIALISTS
- LABOR RELATIONS SYMPOSIUM FOR EXECUTIVES

LABOR RELATIONS BRIEFING FOR EXECUTIVES

(1 Day)

This mini-course is designed for government executives to help them develop a management philosophy toward collective bargaining and a general understanding of the process.

FOCUS:

- THE ROLE OF MANAGEMENT IN THE COLLECTIVE BARGAINING PROCESS

  PUBLIC SECTOR LABOR-MANAGEMENT RELATIONS

  - why do public employees join unions
  - why collective bargaining
  - the meaning of collective bargaining for management

- UNDERSTANDING THE LABOR RELATIONS LAW (I.E. EXECUTIVE ORDER 11491 AND/OR STATE LAWS)

  - administration of the law
  - management and the union organizing campaign
  - the concept of exclusive recognition
  - management and contract negotiations
  - supervision and the management team
  - resolution of impasses

- COLLECTIVE BARGAINING TRENDS IN THE PUBLIC SECTOR

  - Federal, state and local experiences and trends
  - ultimate action - strikes
  - politics of public employee relations

- COLLECTIVE BARGAINING CHALLENGE TO EXECUTIVES

  - management's obligation
  - a management policy on collective bargaining

COST: $80.00/person

DATES:

1972	1973
July 21	January 4
September 1	March 1
November 2	May 2

LABOR RELATIONS FOR SUPERVISORS

(3 Days)

The course is designed to prepare line supervisors and managers to deal with the union steward in everyday situations. It stresses the basics of a public sector labor-management relations program, understanding the procedures established under the program, and understanding collective bargaining contracts and their bearing on and application to the work setting.

FOCUS:

- THE IMPLICATIONS OF COLLECTIVE BARGAINING FOR SUPERVISORS
- APPROPRIATE LABOR RELATIONS LAW (Executive Order 11491 and/or state laws)
- UNION GOALS AND METHODS
- UNDERSTANDING AND APPLYING COLLECTIVE BARGAINING CONTRACTS
- SUPERVISORY/STEWARD RELATIONSHIPS UNDER THE CONTRACT
- HANDLING GRIEVANCES

COST: $170.00/person

DATES:

1972	1973
July 26-28	January 16-18
September 6-8	March 6-8
November 20-22	May 15-17

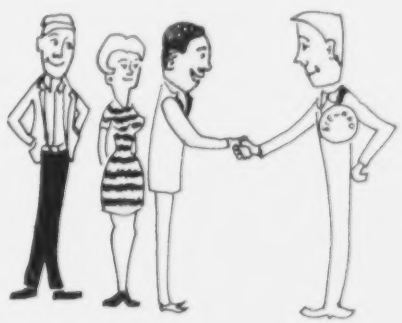
BASIC LABOR-MANAGEMENT RELATIONS

(5 Days)

Designed for staff persons as an introduction to the field, this survey course explores the dynamics of labor relations and collective bargaining.

FOCUS:

- THE EMERGENCE OF ORGANIZED LABOR-MANAGEMENT RELATIONS IN THE PUBLIC SECTOR (Federal, state and local levels and corresponding enabling legislation)
- REASONS WHY GOVERNMENT WORKERS JOIN UNIONS
- NATURE OF THE LABOR MOVEMENT
- MANAGING CONFLICT IN THE EMPLOYER-EMPLOYEE RELATIONSHIP
  - The unilateral and bilateral models for decision-making
  - Implications of exclusive representation
- STAGES OF THE COLLECTIVE BARGAINING PROCESS
- STRIKES AND OTHER MILITANT GROUP ACTIONS
- BUILDING A MANAGEMENT TEAM FOR EFFECTIVE LABOR-MANAGEMENT RELATIONS
- COLLECTIVE BARGAINING SIMULATION



COST: $250.00/person

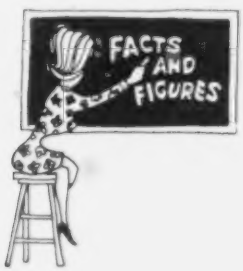
DATES:

1972	1973
August 14-18	February 5-9
October 2-6	April 2-6
December 4-8	June 4-8

INTRODUCTION TO COLLECTIVE BARGAINING NEGOTIATIONS

(5 Days)

A program designed to inform management participants about the concepts and principles of negotiating and implementing collective bargaining agreements.



FOCUS:

- MANAGEMENT APPROACH TO COLLECTIVE BARGAINING
- UNDERSTANDING UNIONS AND THEIR OBJECTIVES
- BARGAINING PREPARATION
- UNFAIR LABOR PRACTICES IN NEGOTIATIONS AND CONTRACT ADMINISTRATION
- RESOLVING BARGAINING IMPASSES
- COLLECTIVE BARGAINING SIMULATION

COST: $250.00/person

DATES:

1972	1973
August 21-25	February 12-16
October 16-20	April 9-13
December 11-15	June 11-15

LABOR RELATIONS FOR PERSONNEL SPECIALISTS

(3 Days)

This three-day course is designed to orient personnel officers and specialists to the impact of collective bargaining on personnel administration. It will examine the implications of collective bargaining for the merit system and examine the role of the personnel specialist in this new relationship.

FOCUS:

- COLLECTIVE BARGAINING--THE BILATERAL PROCESS
- THE LABOR RELATIONS LAW

- EVOLUTION OF THE LABOR MOVEMENT
- PERSONNEL POLICY AND NEGOTIABILITY
- GRIEVANCE SYSTEMS--ADMINISTRATIVE AND NEGOTIATED
- MANAGEMENT ORGANIZATION FOR COLLECTIVE BARGAINING

COSTS: $170.00/person

DATES:

1972	1973
November 14-16	January 29-31
	March 20-22
	May 23-25

LABOR RELATIONS SYMPOSIUM FOR EXECUTIVES

(3 Days)

The symposium is designed to provide a thorough introduction for public employment managers and executives dealing in labor-management relations.

FOCUS:

- THE BILATERAL ROLE OF MANAGEMENT IN COLLECTIVE BARGAINING
- FEDERAL LABOR-MANAGEMENT RELATIONS POLICY AND LEGISLATION
- DEVELOPMENT OF COLLECTIVE BARGAINING IN THE PUBLIC SECTOR
- MANAGEMENT CONDUCT AND THE UNION ORGANIZING CAMPAIGN
- UNFAIR LABOR PRACTICES
- DETERMINING BARGAINING UNITS
- THE SCOPE OF BARGAINING
- THE SUPERVISOR AND THE MANAGEMENT TEAM
- LABOR DISPUTES AND THEIR SETTLEMENT
- THE OVER-ALL CHALLENGE TO MANAGEMENT

COST: $200.00/person

DATES:

1972	1973
October 25-27	April 17-19

SPECIALTY WORKSHOP SERIES

- LABOR DISPUTES AND THEIR RESOLUTION
- ADVANCED COLLECTIVE BARGAINING NEGOTIATIONS
- WORKSHOP ON ARBITRATION AND FACT-FINDING
- MANAGEMENT PREPARATION FOR LABOR RELATIONS

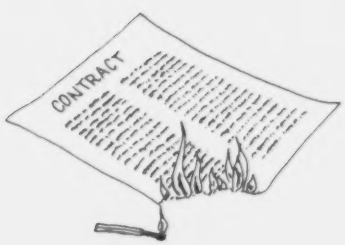
LABOR DISPUTES AND THEIR RESOLUTION

(3 Days)

This workshop was developed to prepare the management team in the handling of labor disputes and other militant actions by providing a foundation for labor relations policy that stresses strike prevention and contingency plans, and the resolution of strikes.

FOCUS:

- THE MANAGEMENT STRIKE PREVENTION PLAN
- THE JOB ACTION - STRIKE THREAT OR STRIKE
- OTHER JOB ACTIONS
- THE MANAGEMENT STRIKE CONTINGENCY PLAN
  - operating the agency
  - terminating the strike
- THE RESOLUTION OF THE DISPUTE (IMPASSE RESOLUTION)
  - strike action termination procedures (injunction, fines and other penalties, amnesty and reprisals)



COSTS: $200.00/person

DATES:

1972	1973
November 28-30	April 24-26

ADVANCED COLLECTIVE BARGAINING NEGOTIATIONS

(5 Days)

This Speciality Workship course will develop the skills needed to prepare for and conduct negotiations, and to draft contract language. Emphasis will be placed on the negotiating process and understanding the principles, concepts and practices of collective bargaining contract negotiations.

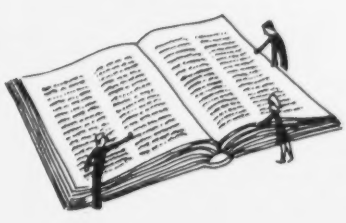
FOCUS:

- PREPARING FOR NEGOTIATIONS
- THE USE OF THE "BARGAINING BOOK"
- TECHNIQUES AND TACTICS AT THE BARGAINING TABLE
- DRAFTING AND INTERPRETING CONTRACT CLAUSES
- COLLECTIVE BARGAINING SIMULATION

COSTS: $300.00/person

DATES:

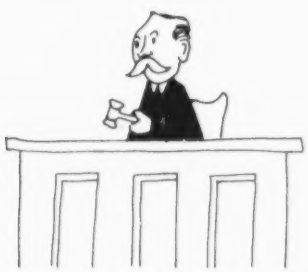
1972	1973
September 25-29	January 22-26
	May 7-11



WORKSHOP ON ARBITRATION AND FACT-FINDING

(4 Days)

This course is designed to train the management specialist to investigate, gather and prepare the appropriate information and data for presentation in arbitration and fact-finding cases. Techniques of preparation and presentation are thoroughly explored.



FOCUS:

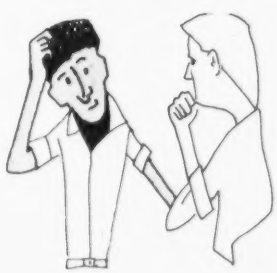
- THE PROCEDURE INVOLVED IN PREPARING A FACT-FINDING OR ARBITRATION CASE

  - gathering data and providing documentation
  - the procedures and techniques of preparing a brief

- THE PRESENTATION OF AN ARBITRATION OR FACT-FINDING CASE

  - techniques of case presentation

- ARBITRATION AND FACT-FINDING SIMULATION EXERCISE



COSTS: $250.00/person

DATES:

1972	1973
September 12-15	February 20-23

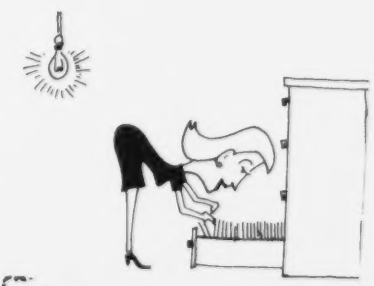
MANAGEMENT PREPARATION FOR LABOR RELATIONS

(4 Days)

The workshop is designed for public sector managers who are concerned with improving their skills in labor relations and who will be faced with a union organizing campaign and appropriate bargaining unit problems.

FOCUS:

- THE DEVELOPMENT OF MANAGEMENT-LABOR RELATIONS POLICY AND PHILOSOPHY
- UNION ORGANIZING TACTICS AND MANAGEMENT'S RESPONSE
- UNFAIR LABOR PRACTICES
- PRESENTATION AND PREPARATION OF UNFAIR LABOR PRACTICES
- MANAGEMENT CRITERIA AND APPROACH TO UNIT DETERMINATION
- PREPARATION AND PRESENTION OF UNIT DETERMINATION CASES



COSTS: $250.00/person

DATES: 1972 October 10-13 1973 March 27-30

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